



US Army Corps  
of Engineers  
New England District

# Yankee Engineer

Year in Review  
2001



## A Message from the Commander...

I am shocked that another year has come and gone so quickly. This certainly has been an eventful year and, as you will read in the summaries from each of the District's organizations and activities, we have been quite busy.

As I review the year, we have made great strides in improving and sustaining organizational excellence. Our themes of People, Process and Communications have guided us throughout the year, and in each area I see many examples of the hard work and initiative that everyone has applied.

The District support to the World Trade Center disaster was the highlight of the year, and as a District, we received some well-deserved recognition as an organization that can rapidly, effectively and efficiently respond to the most difficult missions. Less well recognized are the everyday accomplishments of the New England Team that consistently serves the Nation and the citizens of New England. These are great stories and our annual Year In Review issue provides a great opportunity to celebrate the large and not-so-large contributions we make.

The Patriots aren't the only world champions in New England. Congratulations on another championship year here in the New England District.

ESSAYONS!

This unofficial command information publication is authorized under the provisions of AR 360-1, published by the New England District, Public Affairs Office, 696 Virginia Road, Concord MA 01742, phone 978-318-8777, e-mail [annmarie.r.harvie@usace.army.mil](mailto:annmarie.r.harvie@usace.army.mil). Views and opinions expressed in this document are not necessarily those of the U.S. Army Corps of Engineers or the Department of the Army.



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Cover Photo: Corps employees assess the destruction at Ground Zero in New York City. New England District personnel arrived on scene as early as the day after the terrorist attacks.





Photo by Mark McInerney

**Contracting held a small business conference at Hanscom AFB in April.**

### **Construction/Operations (Dick Carlson)**

Con/Ops held a CFAC (Consolidated Field Activity Centers) workshop at Hanscom Air Force Base to better organize the way Con/Ops business is done. A number of business process improvements and potential improvements came out because of the workshop.

District Park Rangers hosted the second North Atlantic Division Ranger Workshop this past year; and Park Manager David Kratz represented NAD at the National Boy Scout Jamboree as a team member to enhance ranger/visitor safety through enhanced access to police databases through the National Law Enforcement Telecommunications System.

The District Park Ranger Color Guard presented and posted the Colors at the Boston Federal Executive Board (BFEB) Awards Ceremony, which was hosted by the New England District at the Boston Park Plaza Hotel on April 11. The Color Guard also represented the

District in the Concord Patriots Day Parade on April 16, the EPA awards ceremonies at Faneuil Hall on April 18 and May 23, and the BFEB Awards at the JFK Library on May 9.

Natick Barracks rehab was completed this year. In addition to the original rehabilitation job, Natick added their dining hall to the contract.

Con/Ops executed the Operations and Maintenance (O&M) program at 102 percent of what was originally scheduled. We deposited \$344,000 back into North Atlantic Division's checkbook, showing that we are good stewards of S&A funds used to manage the military program.

Survey, Regulatory, and Navigation are no longer part of Con/Ops. Earlier in the year, an internal study was done to determine if those functions belong elsewhere or perhaps functioning in a different way. In the case of Survey, it was clear that it would serve the District better as a function that supports the Engineering-Planning



## **January**

- Senator Smith, Secretary Westphal tour projects
- Commander's Corner: The Real New Millennium brings engineering challenges
- District celebrates 2000 with holiday party
- Special Pullout – New England District Ranger Photo Contest
- Cold water rescue training performed at Tully Lake
- Manor makes headlines with car restoration
- Groundbreaking held for new Westover Air Force Base military facility



## February

- Permittable Route 6 alternative identified
- Commander's Corner: Corps strategic planning forges ahead
- Ed Fallon retires from the District
- Gauvreau retires with 30 years of service
- So how DO you get ahead? How does it work?
- NAD's Waterbury Team receives award from Brig. Gen. Rhoades
- District dams, hurricane barriers prevent over \$22 million in flood damage
- Congressman Frank visits the New England District
- District provides technical assistance for ice jams
- Scholarships offered for public service-minded students
- Supreme Court rules on regulating dredged material
- Where are they now? Harold Larsen still remembers his Corps friends



Photo by C.J. Allen

***District employees answer questions about employment with the Corps during the Engineer's Week career night in Boston, Mar. 26.***

Division. In addition, Navigation was successfully transferred to Programs/Project Management this year. Regulatory is now a separate division, headed by Christine Godfrey, and reports to the Executive Office.

The District hosted Swiftbuilder training. The program is designed to train people to help the District perform its contingency mission. The training also resulted in the continued building of the District's contingency cadre. We have about 35 people who have volunteered to go do things elsewhere in the world to support the District as part of the contingency mission. Two are now in Israel (Tibbs and Cullins) and one to follow in 2002 (Babbs), and one is in Germany (Dolan). Another (Zwahlen) is to report to Germany later this year. Con/Ops was particularly proud of the people who responded to the World Trade Center disaster. Two vessels from the Cape Cod Canal along with their associated crews were willing to go Sept. 12,

the day after the disaster. When it became obvious that the New York District boat operators were working 12-16 hours a day every day and they needed some relief, our boat crews went down to New York to help. Our Readiness Branch also responded to two disasters: The first was the March Blizzard – three people in the EOC and two people at the Regional Operations Center in Maynard, Mass. The second one was the West Virginia Flooding – two people at in the EOC and three people deployed to West Virginia.

The NAD Corps operations chiefs are now acting regionally. They are meeting and discussing how they might share resources, share ideas, and work as a regional entity.

During 2001, Con/Ops continued their Board of Operations Managers (BOOM) which includes members of other divisions and offices.

Con/Ops performed a number of job audits in 2001 and will continue to do more. Some





Photos by Mark McInerney



***The city of Boston picks up sandbags from the District during the March Nor'easter (top) while the District's senior staff and other emergency personnel discuss the storm (above).***

people have been promoted as a result of those audits.

In an effort to improve its relationship with the natural resource agencies, Con/Ops has taken Mike Bartlett, head of the Fish and Wildlife Service's Concord, N.H., office on site visits to all the District's basins. Con/Ops construction offices are engaged in all of the District's projects and the project management business process.

Resident engineers, project engineers, construction reps are working with project managers fully as part of the project delivery teams. Some of the projects currently ongoing include:

- Devens landfill; remediation of contaminated soil at housing areas
- West Hartford Reserve Center
- Hanscom Commissary renovations

- Westover ARB Tower
- Devens – pesticide cleanup and demolition
- Westover barracks renovation
- Corinna, Me., Superfund Project (ongoing \$35M project)
- Military Entrance Processing Station (MEPS) Westover Air Reserve Base
- Repair Airman's Quarters, Westover Air Reserve Base
- Elevate Residential Structures, Point Beach, Milford, Conn.
- India Point Bridge Demolition, Providence, R.I.
- New Bedford Superfund Project which includes:
  - Boatyard Demolition
  - Upper Estuary Remediation
  - Acushnet River Utility Crossing/Power Relocation
  - Construction of Bulkhead/Dewatering Plant
  - Construction of Water Treatment Plant
- Centredale Manor restoration
- Remedial action, Navy Airfield, Charlestown, R.I.
- Revitalization of USARC, Warwick, R.I.
- Soil and Groundwater Remediation, Nauset Ranger Station & Rockwell House, Wellfleet, Mass. (Park Service)

#### **Completed Projects:**

- Non-Time Critical Removal Action, Former Pownal Tannery, Pownal, Vt. (tannery demolition and landfill upgrade).

Con/Ops has negotiated a Construction Management contract with a firm called Nobis Engineering, Inc. We hope to do another one later with another firm when they become registered as an 8A (small and disadvantaged business) contract.

This is the first time in decades that the District will use



## March

- Congressional staff representatives gain understanding of Corps' many missions
- Commander's Corner: The business of being in business
- Brig. Gen. Rhoades gives a presentation at MIT
- Waskiewicz retires with 30 years of service
- Ice Bowl disc tournament a success at Buffumville Lake
- District celebrates Black History Month
- Surry Mountain Lake ice fishing derby provides important data
- 30 second commercials: Richard Roach and Ann Marie Harvie
- An inside look at recreational fishing
- District continues cleaning up the Massachusetts Military Reservation
- Lyme Disease explosion starts in spring
- Dr. Westphal designated Acting Secretary of the Army
- Bourne Bridge work resumes
- Public Affairs Contingency Workshop – One Corps team, One Corps regiment



Photo by C.J. Allen

**Mike Penko, Engineering/Planning, explains the life of a turtle during Community Awareness Day at Buffumville Lake.**

others to help us do construction management, and we will do it using small businesses.

We conducted training for all construction field personnel on RMS (Resident Management System). We're managing all new construction contracts on RMS. A contract to repair the inlet channel and wing walls was completed at Tully Lake in May 2001.

A contract is underway to repair concrete deterioration at Knightville Dam with completion expected in the spring of 2002.

A contract to repair the masonry superstructure of the Birch Hill Dam Gatehouse was completed in the spring of 2001.

Completed contacts at the Cape Cod Canal:

- Concrete Repairs to Bourne and Sagamore Bridges;
- Deck and Pavement Repairs to Bourne Bridge;
- Dock and Dolphin Repairs at Mooring Basins and West Boat Basin.

Con/Ops also started work on the Railroad Bridge Rehab (Phase 1, opened the Cape Cod

Canal Visitor's Center, and acquired the new patrol boat MARION.)

The District had over 13,978,213 visitor hours at the Cape Cod Canal this past FY.

### Contracting (Charlie Coe)

The Contracting Division completed another successful fiscal year by meeting its goal for completing all awards prior to the close of business on Sept. 28. During FY 2001 we executed in excess of \$168 million in obligated actions, an increase of approximately \$33 million over FY 2000. This was accomplished in spite of the fact that two of our key personnel were assigned to the disaster at the World Trade Center for most of the month of September. The remainder of the personnel in contracting deserve credit for a job well done, as usual.

During the fiscal year, Contracting completed 1,375 actions, and of this total approximately 67 percent (821 actions) were awarded to small business





Photos by C.J. Allen

***New England District celebrated Earth Day at several of their flood control projects in 2001. Activities such as environmental exhibits at Barre Falls (left), improvement projects at West Thompson (middle), and trash collection at Buffumville (right) were performed by hundreds of volunteers.***

firms. In addition, 84 contracts were awarded to small and disadvantaged business firms and 110 contracts were awarded to women-owned small businesses. Contracting and the Deputy for Small Business (Eva D'Antuono) work well together, as witnessed by the Small Busi-

ness Architect-Engineer conference which was so successfully conducted at the District.

Contracting Division also issued solicitations and received proposals for the TERC contracts during FY 2001. This TERC solicitation is significant for the office because this is the

first time that Contracting has reached out to another district (Baltimore) and teamed with them. Consequently, four contracts will be awarded totaling \$599 million. Two of the contracts will be utilized here in New England, and the other two in Baltimore.

Also despite continuing problems with the Army interface at Fort Lee, and a shortage of staff, Contracting completed six months worth of data entry in one month to be ready for the Fiscal Year End.

Contracting Division said goodbye to Peter Cox, who retired this year and is happily settled now in South Carolina. We also welcomed Ann Peine, a contract specialist who came to us from Germany, who will certainly relieve some of the pressure on the rest of the personnel in Contracting.

Overall, FY 2001 was a very busy, successful year, for Contracting Division, and we are looking forward to another stellar performance from our personnel in FY 2002.

## **Engineering/Planning (David Dulong)**

The year 2001 saw some changes in key positions. Ken Hitch, Chief E/P, was selected for a position at the Sacramento



***Volunteers assisted Park Rangers improve the facilities at Buffumville Lake on National Public Lands Day in September.***



## April

- Powerful Nor'easter hits New England, District prepared for the challenge
- Commander's Corner: Does having a vision really make a difference?
- New vision, new mission, awards highlight town meeting
- Women's History celebrated during District presentation
- Refurbishing project celebrated with ribbon-cutting
- District signs agreement with Natick
- Corps employees answer questions at Engineer's Week career night.
- District recreation sites set to open in May
- 30 second commercials: John Winmill and Kevin McKelvey
- Safety tips for driving in spring



**Contractors remove debris below the former Allendale Dam structure at the Centredale Manor restoration site in North Providence, R. I.**



**A concrete wall is poured during the Allendale Dam restoration.**

District. Mark Otis and Farrell McMillan shared duties as acting Chief, E/P until David Dulong arrived from the Detroit District to assume the position as Chief of E/P. Carol Charette was selected as the Chief of the Environmental Engineering Section.

The following people were promoted:

Heather Rausch  
Scott Flanagan  
Todd Randall  
Scott Michalak

Added to the staff were:

Patrick Blumeris  
Kirk Bargerhuff  
David Dulong  
Drew Clemens  
Jayson Ilic



David Mark  
Clifford Opdyke  
The following people left the Division:

Mary Tibbetts  
David Schafer  
(promoted to EOC Manager)  
William Gavazzi

The following engineer obtained professional engineering license:

Mary Ellen Iorio

The following Engineering/Planning personnel graduated from the Sustaining Basic Leadership and Management Program:

David Margolis (nonresident course)

Mary Ellen Iorio – also graduated from the Leadership Development Program

Ed O'Leary was selected as the Planner of the Year for the



***A minuteman from the past shows Col. Osterndorf and other military officials how to load a musket during the April Patriot's Day parade in Concord, Mass.***

District. Ed serves as a regional economist having provided input to various Navigation projects such as the Providence River and Harbor Maintenance Dredging EIS and the Long Island Sound Dredged Mate-

rial Disposal EIS. Ed also worked on several high priority/high profile study efforts such as Muddy River, and Harbor Brook, Meridan, Conn.

One Engineering/Planning team was recognized for their contributions bringing the dining facility renovations at Natick to a successful completion, giving the soldiers a new, modern din-



***Librarian Tim Hays marches with the Lincoln Minutemen during the Concord Patriot's Day parade.***

Photos by C.J. Allen



***The New England District Ranger Color Guard proudly displays the American and Corps flags as they march in the Concord Patriot's Day parade***



## May

- Chief of Engineers releases refreshed Vision
- Commander's Corner: A healthy dose of good advice
- Commander, Color Guard march in Patriot's Day parade
- District hosts small business conference at Hanscom
- Joint agency press conference held for Ten Mile River study
- 30 second commercials: Janet Brayden and Crystal Gardner
- \$427 million in flood damages prevented by New England District projects
- District proposes Waterbury Dam rehab
- Health and Wellness: National sports and fitness month
- New veterans benefits bill introduced
- Korean War Service Medal available
- Memorial Day trivia



Photo by Erik Matthews

**Workers perform sediment sampling in New Bedford Harbor.**

ing facility in conjunction with the barracks renovation project.

The year 2001 was a highly successful year in all programs.

The Civil works planning program grew with such new studies such as: the Reconnaissance study for the potential channel improvements to the Port of Quonset-Davisville, R.I.; Emergency Streambank Protection project on the Hoosic River Williamstown, Mass.; and the Merrimack River Watershed scoping study.

The existing 31 flood control dams, navigation barriers and the Cape Cod Canal were effectively supported. The major renovation at West Hill dam was awarded.

The Military Program grew with new work at Hanscom (renovation to Bldg. 1614), Natick, Westover (Airmen Quarters Renovation), and Devens. The Military Program expanded with the design of two projects for the Cold Regions Research and Development Laboratory (CRREL) at Hanover, N.H.

Renovation of the conference room and roof replacements

were completed during the year, and scopes of work for additional projects were discussed with the facility.

The Hazardous, Toxic, and Radiological Waste program continues strong, bolstered by large Superfund projects for EPA such as New Bedford Harbor cleanup and the General Electric/Housatonic River cleanup. Both of these sites involve substantial PCB cleanup efforts.

### Equal Employment Opportunity (Dianna Rider)

Calendar year 2001 was another eventful year of expansion for our Commander's EEO Program. We gained a variety of community partnerships with our keynote speakers, attendance at local and national recruiting fairs and career days, continuance of building a stronger EEO network base with other EEO officials in the government, as well as members of the private sector.

We had changes to our EEO family. The great news is that Ms.





Photos by C.J. Allen

***The New England District participated in a mock emergency at the New Bedford Superfund site to help local emergency agencies evaluate their readiness.***

Dianna Rider, EEO Officer, used a very useful recruitment tool – Upward Mobility. We welcomed Ms. Jacqueline DiDomenico as our newest full-time member of the EEO Office as a result of the advertised upward mobility employment vacancy for which she applied and was selected. Welcome Jackie!

We have nine EEO Counselors: Ruth Ladd, Kevin McKelvey,

Bruce Williams, Jackie DiDomenico, Laureen Borochaner, Tom McNaughton, Donna Russell, Peter Hugh, and Raimo Liias. Appreciation is extended to all for accepting this collateral duty assignment on top of their busy schedules, and to their management chain for actively supporting the Commander's EEO complaint program.

Mr. Duban Montoya, Hispanic Employment Program Manager, passed the torch of his program to Ms. DiDomenico. We all have benefited and appreciated Mr. Montoya's devotion and support in this program.

Special Emphasis Program events were exciting and educational. Our programs have received many favorable comments on the educational results of those attending the programs. These comments have certainly been appreciated by the EEO family, which include but not limited to the Commander, the Deputy Commander, the EEO Officer and the EEO Specialist (trainee), the Special Emphasis Program Managers, and the SEP committee members.

We extended our hand of sincere appreciation to the management officials supporting their staff's involvement, and management officials involved in the programs themselves. We definitely had an increase of participation by managers offering their



***Emergency workers assist a "victim" at the mock disaster at the New Bedford Superfund site.***



## June

- Chief of Engineers visits New England District
- The U.S. Army has a new website
- Chief's Engineer's Day message
- U.S. Congressman Moakley remembered
- Retirement community, District loses Ray McCulloch
- New England District Surveyors help locate sunken plane
- Earth Day held at Barre Falls and West Thompson Lake
- Buffumville Lake invites public to Community Awareness Day
- District, EPA begin Rhode Island Long Term Disposal Site EIS with scoping meetings
- Asian American/Pacific Island Heritage celebrated in May
- 30 second commercials: Forrest Knowles and Tina Krawczyk
- \$48.8 million in flood damages prevented
- Bourne Bridge work completed before Memorial Day
- Health and Wellness: National Men's Health Week is June 11-17
- Summer fishing safety tips
- Thomas E. White becomes new Secretary of the Army
- Flag Day trivia



Photo by Mark McInerney

**Col. Osterndorf meets with congressional staff members to discuss the role of the Corps during a special briefing on Feb. 22.**

assistance and personal involvement in 2001. Thank you all!

Our District was honored to have the following keynote speakers and cultural performers during our events during 2001:

Ms. Michaelle Wilson, Environmental Protection Agency, Black History Program; Nadine Weidman, Ph.D., Women's History Program; Mr. Nam Van Pham, Vice President of Commercial Lending for Citizens Bank, and the Dance Philippines Performing Arts Company, Asian Pacific Islander Program; Ms. Ellenor Yahrmack, Massachusetts Department of Environmental Management, Women's Equality Program; Ms. Marla Quinones, Cousins Contracting, Inc., Hispanic Heritage Month, and; Mr. Mark Harding, Past Vice-President of the Mashpee Wampanoag Tribe (two terms), Native American/Alaskan Native Program.

The Prevention of Sexual Harassment training classes were held at Concord Park and at various basins. We accomplished our training requirement based

on feedback from managers and rosters. Classes conducted allowed employees to be trained with other employees, and supervisors with other supervisors. Input received preferred this method of completing this requirement. Next year's instruction will be completed on-line with the USACE Virtual Library POSH module.

The "EEO Newsletter" experienced some changes this year. The newsletter provides numerous links to various Internet sites on a wide range of EEO related topics and articles of interest that were informational and brought a greater sense of awareness.

We certainly appreciated Mr. Chiway Hsiung for creating our initial template, and of course, Ms. Ella Minincli, Executive Office, Brian Murphy, and Mark McInerney, Information Management, for our current look and updates on the Intranet.

Appreciation is also extended to Mr. Duban Montoya, formerly our Hispanic Employment Program, Mr. William McIntyre, Black Employment Program





***Lt. Gen. Robert Flowers, Chief of Engineers, speaks at a SAME luncheon in May.***



Photos by C.J. Allen

***Lt. Gen. Flowers stops by Bob Hunt's cube during his May visit.***

Manager, Ms. Barbara Blumeris, Federal Women's Program Manager, Mr. Chiway Hsiung, Asian Pacific Islander Program Manager, and Mr. Marc Paiva, Native American/Alaskan Native Program Manager for their contributions making the newsletter a success.

We also received many articles from numerous employees throughout the District, as well

as comments and recommendations.

We continued providing, via e-mails, articles to the workforce focusing on current events, special emphasis programs, historical contributions by minorities and women, past and present, awareness of new policies and rulings pertaining to discrimination complaints, new reporting concerns on recruiting minorities and women, and great Internet

links to do further research and/or to keep abreast of changes.

Ms. Dianna Rider and staff participated in recruiting fairs and career days with Human Resources held in Boston and at Hanscom Air Force Base.

Col. Osterndorf, Mr. Mark Otis, Ms. Dianna Rider, Ms. Crystal Gardner, and Mr. William McIntyre participated in the recruiting fair at the Black Engineers Awards Conference and Recruiting Fair held in Baltimore, Maryland. Ms. Chris Godfrey attended the conference as well.

Ms. Dianna Rider represented the District at the Hispanic Awards Conference recruiting fair held in El Paso, Texas, and at the USACE Recruiting Fair held in Xenia, Ohio, hosted by the Huntington District.

An increase of interested engineering student resumes was received at all these recruiting fairs.

Ms. Chris Godfrey and Mr. Jim Morocco were named as Supervisors of the Year 2001. Ms. Crystal I. Gardner nominated Ms.



***The Chief also visited personnel in the field and took a tour of some of the facilities.***



## July

- Human Resources newsletter delivered by e-mail
- Commander's Corner: Summer events and safety
- An Interview with me by I
- Operation Rapid Trainer: an exercise in readiness
- Real Estate remembers retiree Tony Frechette
- Mike Hicks reenlists in the reserves, graduates law school
- District praised by Environmental Business Council
- 30 second commercials: Marc Paiva, Phoebe Chu
- District holds public hearing on Mohegan Sun permit
- The New England Regulatory Program
- Founder's Day 2001: 226 years of service to the Nation marked with ceremony and celebration
- John Craig is Distinguished Civilian Gallery Member for 2001
- Capt. Malaikal honored for service to District
- Planning names Ed O'Leary Planner of the Year 2001
- Founder's Day: A moment in time
- Engineering/Planning "design" winning game: Construction/Operations not "permitted" a victory
- Grand Trunk Trail designated a national recreational trail
- Federal, state and local emergency responders test preparedness in New Bedford
- District' Regulatory Program thinks win-win
- Health and Wellness: No "magic bullet" to sensible weight loss
- WE Committee kicks off summer with sunset cruise
- District contractor gets pat on the back for outstanding performance



Photo by Erik Matthews

***The New England District completed Phase I of shore protection work on Faulkner Island in September.***

Chris Godfrey, and Ms. Christine Johnson-Battista nominated Mr. James Morocco. The two supervisors were recognized as the Supervisors of Year Award during the Women's Equality program.

The panel was quite impressed with the seven submitted nominations that included: Mr. Bobby Byrne, nominated by Ms. Cathy LeBlanc, Mr. Dave Goodrich, and Ms. Joanne Ellis; Ms. Mary Byers, nominated by Mr. Joe McInerney; Mr. David Killoy nominated by Ms. LeeAnn B. Neal; Mr. John Kennelly nominated by Mr. Duban Montoya; and Mr. Larry Rosenberg, nominated by Mrs. Ann Marie Harvie.

Outstanding support and appreciation to the nominees, the nominated, the selecting panel, and the recipients!

Mr. Stanley Kelley, Jr., Director of Equal Employment Opportunity Compliance and Complaints Review and Agency, was invited and provided Executive Supervisory EEO training to our supervisors.

Mr. Kelley's training provided

some important news and advice to managing our Human Resources.

## Internal Review Office (Marie Pinede)

The year of 2001 offered some great opportunities and many new challenges coupled with unusual events. We took advantage of a lot of the opportunities that came our way; but we focused our attention on the challenges we faced. Our Internal Review workload expanded as we undertook new activities; and it even increased after the events of Sept. 11.

We completed 54 audit engagements, presented 44 agreed-upon audit recommendations to senior management, and verified management's implementation of 13 recommendations that were made in previous years. We conducted performance reviews; aggressively managed our audit compliance and liaison program; and energetically performed consulting and advisory engagements





Photo by Mark McInerney

***The Philippines Performing Arts Company (above), Michaelle Wilson (top right), and Marla Quinones (bottom right) participated in the District's 2001 EEO celebrations.***



Photo by Mark McInerney



Photo by Brian Murphy

for both internal and external customers.

Engagements	
Type	Number
CFO audits	4
Followups	2
Consulting/Advisory	27
Audit Liaison	<u>21</u>
Total	54

We continue to focus our main effort on financial-related matters in conjunction with U. S. Army Audit Agency (AAA) multi-location

audits of the Corps financial statements. We remain concentrated on work required to correct identified weaknesses in support of the Corps quest for a clean opinion on its financial statements.

In the financial management area, we issued 26 audit recommendations to fix problems identified by GAO/AAA in general and application computer controls and security issues.

In the procurement area, we took our purchase card review to field offices; we visited three river basins -- Thames, Merrimack and Lower Connecticut. We met with the basin managers and made site visits to the lakes at Birch Hill, Tully, Hopkinton, East Brimfield, and Buffumville. Each project manager we met with gave us a brief history of the project and explained how the purchase card is used at remote locations to carry out assigned missions. (As a matter of fact, we were on route to Tully Lake on that fateful day of Sept. 11.)

In the civilian pay and benefits area, we provided 11 recommendations to management for improvements in leave administration, namely, time and attendance reporting. This review was limited to full time employees at the district headquarters who are covered under bargaining unit NFFE Local 1164.

To satisfy the needs of our in-house customers, we performed consulting/advisory engagements by issuing 13 transactional



Photo by Brian Murphy

***Park Ranger and Nipmuk Nation Medicine Man Brad Walley says a blessing before the Native American/Alaskan Native Program.***



## August

- Corps seeks continuance of state permit program in New England
- Ribbon cutting ceremony for water supply system at MMR
- Commander's Corner: Welcome to my laboratory...
- Non-VA Emergency care covered for some veterans
- Summer fun at District recreational facilities
- Focusing on District Park Rangers
- Commander presents team awards to District
- Bob Abbott retires after 25 years of service
- Stay-in-schoolers are an important part of the District work force
- 30 second commercials – Ella Minincli and Sally Rigione
- Tobacco use is more than a health threat
- Capt. Michael Fitzgerald is the new face at the District



Photo by Chiway Hsiung

***In addition to renovating the barracks at Natick, the District also redesigned its cafeteria.***

reports; nine reports on various in-house matters; and five to external customers.

Even though our liaison activities at the District almost doubled over that of the previous year, we endeavored to lead the work effort of our customers to correct AAA-identified CFO issues timely and effectively.

To make sure managers are familiar with the services we can provide to assist them in carrying out their missions, we held individual briefing sessions with the new Regulatory Division chief and staff; and with responsible officials in Con/Ops and Engineering/Planning Divisions.

On two occasions, we traveled to Division headquarters. At the initial meeting, we worked through CFO issues with fellow district auditors within the division.

The second meeting covered various audit strategies and identified roles and responsibilities in connection with the World Trade Center disaster and was attended by auditors from

HQUSACE, NAD, NAB, NAN, and New England District. Also at this meeting were auditors from the New York Branch, DCAA; FEMA Inspections Division and Audit Division; and a representative from the Army's Criminal Investigations Division located at Ft. Hamilton.

At the exit of the quality assurance visit to Internal Review, the Division Auditor from NAD lauded us on the completeness of records, especially the follow-up tracking system of audit recommendations which we provide to the Commander quarterly. In a subsequent visit to NAD, the CEIR auditor was so impressed by the District tracking document that he restated to the Division Auditor that it would be used as the model for all Corps districts.

In summary, we managed our increased workload with a great deal of success; we took advantage of opportunities that came our way; and we met our challenges head on, conquering some and working through others, including the unusual events.





**An artist's concept of what the old commissary at Hanscom will look like after it is turned into office space.**

### **Office of Counsel (Joe McNerny)**

Office of Counsel had a very busy year. We hired two attorneys, positions that are typically difficult to fill. Counsel has had significant staffing shortages for over two years and the two new hires will help us reduce our backlog of work.

Counsel provided a significant number of legal reviews and legal opinions for each office in

the District. We have continued to stress early counsel involvement and the practice of preventive law.

We had a very successful year as far as cases go. The District won all court cases and protests that we were involved in this year. Our track record has been very good. The reason for that is the great support that is provided by the New England District employees.

District employees have spent a significant amount of time producing documents for legal actions, answering interrogatories, and testifying in court or at depositions.

It is the support from District staff which has helped the District be successful in its legal actions.

Other reasons for the District's success are that the organization is a legal and ethical organization. Our project managers and project teams have been careful to follow the letter and spirit of the law in the work that we do.

This often may involve making some difficult choices. Our success has been demonstrated by our ability to avoid legal actions, or when faced with legal action we have been able to successfully defend the Government's actions.

### **Programs and Project Management (Bill Scully)**



Photos by C.J. Allen

**Lt. Col. Rovero represented the District during the ground breaking ceremony at Hanscom Air Force Base for the rehabilitation of the Old Commissary into office space.**



## September

- Corps of Engineers team deploys to support disaster recovery efforts in New York, Washington D.C.
- U.S. Army Corps of Engineers: On point for the nation
- Chief sends a message to Corps regarding Sept. 11
- Commander's Corner: Our Corps Process as a core philosophy
- Cancer Walk: District employees pound pavement for cancer research
- Open house held on Faulkner Island: Phase one of shore protection project completed
- Old commissary to become new home for the System Program Offices
- 30 second commercials: Mary Elizabeth Christopher and Laureen Borocharner
- Construction Representative's hobby benefits District Rangers
- Federal Women's Program: District celebrates Women's Equality Day



Photos by C.J. Allen

**John Craig was inducted into the Distinguished Civilian Gallery during the Founder's Day award ceremonies in June.**

Programs/Project Management – which really translates to the entire New England District through Project Delivery Teams – had a great year. We should feel good about it, and proud of it. We are a big business – a \$200 million a year operation. That's a lot of money and a significant stewardship that we are responsible for. We as a District carry that out well, day in and day out.

In Civil Works, we completed the deepening of major portions of Boston Harbor to 40 feet. We

also completed a local flood protection project for the citizens of Fort Fairfield in Northern Maine.

The reconstruction of Old Quincy Dam in Braintree was continued and is almost done. This is the final piece of the more than \$40 million Town Brook Flood Control Project that will provide flood protection to the city of Quincy.

We also continued the \$30 million major rehabilitation of the Cape Cod Canal railroad bridge. When finished, the work will turn the bridge back into a beautiful,



**John Craig is the 2001 inductee to the Distinguished Civilian Gallery.**





***New England District at play: Many sports tournaments are held on Founder's Day including softball, volleyball and horseshoes.***

historic landmark.

The District began a unique nonstructural protection for some 40 homes at Point Beach in Milford, Conn., where we are raising shorefront homes and building new foundations to get them out of flooding danger. We also awarded a contract for the removal of an abandoned railroad bridge centerspan in the middle

of the Seekonk River at India Point between Providence and East Providence, R.I.

The final Environmental Impact Statement for the major maintenance dredging of the 40-foot Providence River channel was completed and published.

The District began a major, comprehensive basin study of the Merrimack River basin this

year – the first comprehensive basin-wide study of one of our major rivers in a number of years.

We do not have a necessarily large military presence in New England, but our workload in support of what there is has definitely picked up. At Westover Air Reserve Base in Chicopee, Mass., we continued the construction of



Photos by C.J. Allen

***Founder's Day activities held in June included a catered picnic lunch and children's activities.***



## October

- Going into the Red Zone: Volunteers shaken to the core when they entered the Gates of Hell
- Operation Dear Abby 2001 Fleet addresses listed
- Chief of Engineers speaks on Sept. 11 tragedy
- Commander's Corner: When our nation calls
- Commentary: Quechee Gorge gets new welcome center
- New England District completes final EIS for Providence River and Harbor Dredging project.
- Unexploded ordnance discovered, destroyed during Corps' Cleanup at Camp Good News
- 30 second commercials: Dave Larsen and Antoinette Turcotte
- Volunteers go to West Hill Dam for Work Day event
- Canoeing in Vermont
- Three-part plan for early detection: Early detection is key to fighting breast cancer
- District Engineer holds special town meeting: Terrorist attacks and Corps' recovery role discussed.
- Buffumville Lake/Hodges Village Dam celebrate 10th National Public Lands Day



**Attendees at the MMR water tower ribbon cutting ceremony celebrate with a toast of water from the project.**

a new control tower and awarded contracts for two new major military construction projects: a new \$4 million military entrance processing center and a \$7.5 mil-

lion remodeling/upgrade of two barracks.

At Natick Laboratories, we completed a remodeling of the barracks that became a real challenge when our contractor defaulted. We were successful in getting a good replacement contractor to complete the work, and in the end had a very satisfied customer. We are also undertaking major roof repairs on several buildings at Natick, and recently negotiated a Memorandum of Agreement with Natick to establish a comprehensive Base Operations Contract for them.

For our neighbors at Hanscom Air Force Base, the District has a \$30 million design/build project underway. We awarded Phases I



Photo by C.J. Allen

**The completion of the water supply and pipeline project at MMR is only one of many success stories for the District's Military mission.**





Photos by Ann Marie Harvie

***The MEPS Building at Westover Air Reserve Base is currently under construction.***

and II of the contract and it's going very successfully. This renovation of the old commissary and warehouse into administrative space will allow Hanscom to bring some 2,000 contract employees back on base.

Hanscom also approached us to ask if we could provide a full-time project manager to lead their housing privatization study. We have done so and the study is fully underway.

We continued to provide support throughout New England for the 94th Army Reserve Regional Support Command.

A contract for \$17 million for major additions to the reserve center in West Hartford, Conn. was awarded and begun. Real Estate Division successfully leased temporary space for those soldiers while construction is underway. Real Estate also acquired the land that soon will be the site of a brand new reserve center in Rochester, N.H.

A tremendous amount of work continues in the environ-

mental arena. Regarding Superfund, we are working at more than 20 sites and totaled about \$60 million in expenditures this past fiscal year.

The District completed the wetlands restoration at the Nyanza site in Ashland, Mass., and completed a major phase of work at the Eastland Woolen

Mills site in Maine.

Work on the huge New Bedford Harbor Superfund project continued. Many key decisions were made by EPA and the Corps this year, and we are poised to begin some major design and construction efforts in the coming year as we move toward the major dredging that will occur.

The District saw a breakthrough mission assignment in Superfund this year: where EPA has traditionally done the up front work, this year they have asked us to do the reconnaissance investigation/feasibility studies for three sites in New England. This is significant for us and an opportunity to contribute even more of the many talents we possess.

We continued our significant activities in environmental restoration related to the Base Realignment and Closure (BRAC) actions at the former Fort Devens and former Army Materials Lab at Watertown. At Devens, a contract was awarded for the consolidated landfill



***The Air Traffic Control Tower construction at Westover Air Reserve Base has entered Phases 2 and 3.***



## November

- Annual shareholders meeting, awards and honors highlight quarterly town meeting
- CorpsPath coming to the District
- Anthrax threat suspends Dear Abby "Any Service Member" mail programs
- Commander's Corner: Protecting our interests
- District Engineers heads environmental kick-off event
- Former president receives District coin for video spot
- Construction worker honored with memorial plaque during ceremony at Westville Lake Dam
- District Engineer participates in Veterans Day ceremony
- District park ranger participates in rededication of Meriwether Lewis grave
- Joseph Burke remembered
- Halloween at Concord Park: WE Committee lightens mood with costume contest
- WE Committee Barbecue: Cookout celebrates successful "Year-End"
- Inclement Weather Hotline up and running
- 30 second commercials – Wendell B. Mah, Annie Chin
- Thanksgiving Day tips and trivia



Photo by Mark McInerney

**Larry Rosenberg listens to the concerns of a citizen during Scoping meeting for the Designation of Dredged Material Disposal Sites in Rhode Island Sound and adjacent waters, Rhode Island and Massachusetts in May.**

project and we are currently working on pesticide removal from soil in former housing areas. The Defense Environmental Restoration Program (DERP) at former sites around New England continues strongly, with many sites remaining to be remediated.

Our work at the Massachusetts Military Reservation (MMR) on Cape Cod is a growing success story. In July we completed a \$20 million new water supply/pipeline project – on schedule and under budget – that will provide three million gallons per day to the base and four surrounding communities.

The National Guard also named the New England District as its supervising contractor for all of the remaining remediation dealing with groundwater contamination and unexploded ordnance on some 15,000 acres.

Significant from several aspects was the approval we received this year to acquire new Total Environmental Restoration Contract (TERC) capacity. Our existing TERC has been "maxed

out," and we proposed procuring a new large unrestricted TERC and a \$100 million small business set-aside TERC.

Baltimore District joined us during the approval process, and in the end we went out with a single procurement for four contracts totaling \$600 million in capacity and covering the North Atlantic Division geographical area – two of the contracts for our district and two for Baltimore District, with each to get a first-of-their-kind \$100 million small business set-aside. Proposals have been received and are currently being evaluated. These 10-year contracts are expected to be awarded in early 2002.

Our Project Management organization completed some staff additions and a realignment this year. Our District workload is increasing and our military business is now large enough to justify a dedicated branch and branch chief.

With Bob Gauvreau's retirement (his experience is missed!) in January 2001, we split Civil Works and Military Project Man-





Photos by C.J. Allen

**Mike Coughlin, Town Manager, Southbridge, (far left) and Reed Hillman, local state representative, (far right) look at the architectural rendering for the bridge going over the Quinebaug River during the ceremony designating the Grand Trunk Trail as a national recreational trail.**

agement.

Alan Williams was hired from Europe District to be the military PM chief, and Bobby Byrne now handles Civil PM along with his Programs function. New PM's are Ed Wise and Sheila Bergeron from Europe, Gina Tyo from Baltimore District, and Greg Buteau moved over from Engineering.

We continued our efforts to improve the Project Management Business Process – including more consistent use of Project Management Plans, better interface and coordination with customers, and sharply focused/fully aligned Project Delivery Teams.

The branch chiefs across the District are working closer together and meeting to talk about the programs and projects. They are the District's resource providers and their collaboration and shared commitment is essential to successful execution of our missions. In the next year we will continue to work our business process, including getting ready

for P2 (our new automated information system to replace PROMIS) and the new Primavera P3e project management software (network analysis).

It was a very busy, challenging year. The District has a lot on its plate, and we look to the future with enthusiasm and confidence.

## Public Affairs

### (Larry Rosenberg)

The dawn of 2001 brought new ideas, with new goals, new objectives, and a new attitude towards public service – along with many new challenges, new perspectives and many new missions to accomplish.

Nine months later, we as individuals, as an organization, as a nation, and as members of a world community, found ourselves drawn together by the attacks on the World Trade Center and the Pentagon – drawn together to succeed against an evil that had existed but had never before been personally felt by each and every civilized person in every civilized nation on the planet.

While our perspectives turned global, our work to bring good government to the New England community never ceased and the Public Affairs office, working as part of the greater team, successfully developed and executed many plans and programs that



**New England District personnel proudly display the sign and certificate designating Grand Trunk Trail as a national recreational trail.**



## December

- District hosts hearing held on Providence River Maintenance Dredging EIS
- DE cloaks WTC Team with pride
- Commander's Corner: Holiday wishes from the District Engineer
- Carl Boutilier retires from District with 34 years of service
- 30 Second Commercials: Ed Mills and Viola Bramel
- Division Engineer presents awards during ceremony at Concord Park

impacted very positively throughout the six-state New England region.

From a public participation and outreach program that serves both the public and the Corps, to the development and execution of internal command information programs that communicate and inform; from a speaker's bureau without peer to a media relations program that has raised the bar for the entire Corps, the Public Affairs Office, as a team, serves as the District's communication strategist – ensuring the internal and external audiences and a New England District constituency that includes partners, customers, elected officials and, most importantly, the public-at-large, are informed of our efforts to serve the nation.

The PAO accomplishes its many missions by encouraging a climate of public understanding and acceptance to facilitate the accomplishment of the Corps' many missions through public

participation in our programs, projects and activities, and by an information program founded on performance and deeds, with measurable and tangible results.

The center of mass for these many achievements is (as a direct result of) the Public Affairs New England team – with Tim Dugan guiding the media relations efforts, Ann Marie Harvie as command information officer and editor, and Sally Rigione as community relations advisor. This highly skilled team has developed and executed public affairs plans and programs that have impacted very positively and increased effectiveness by exceeding public expectations and organizational goals and objectives.

The ability to bring about positive results is due in large part to the entire DISTRICT TEAM. In coordination with all affected divisions and offices, the PAO has consistently and



Photo by Tom Rosato

*In 2001, the New England District continued work on the demolition of the India Point Railroad Bridge.*





Photos by Mark McInerney



*The WE Committee sponsored a fiscal year-end barbecue after hours at Concord Park. The event was only one of many the Committee held throughout the year.*

effectively communicated District goals, internally and externally, with measurable and tangible results. A bottom line here is the execution of our Communication and Relationship Strategy District-wide – a strategy that defines the “Problem,” “Strategy,” “Objective,” and “Sample Tactics.”

A sample of the many successes enjoyed by the Corps as a result of the PA-related programs, projects and activities include:

➤ **World Trade Center.**

Larry Rosenberg led USACE WTC Public Affairs Support Team in coordination with the entire federal response efforts in New York City, Sept. 12 – 28. The PA Team was directly responsible for many Public Affairs successes during this period to include 60 Minutes II, over 300 media inquiries (print and electronic), New York Times, Washington Post, coordinated many congressional visits, participated in daily press conferences and media events, coordinated 27 trade publications requests to include an ENR three-part series on the Corps

role, Dateline NBC, CNN Special Reports, MSNBC, all major network nightly news broadcasts (ABC, CBS, NBC, Fox, CNN), media from over 17 countries, daily media advisories and talking points for the Corps, FEMA (that were used on two occasions by President Bush), internal news writing and personal impact stories, Internet, photography, implementation of the Army's HTNR program, and on and on and on (just to mention a few).

➤ **Media Relations/ Public Involvement.**

These external programs have been successfully implemented District-wide to develop and maintain both media and community relations and have been very effective, and the results have been measurable and tangible.

- The PAO wrote, developed, coordinated and executed public affairs plans and programs (to include a communication appendix to the District PMBP) that impacted very positively and increased PA effectiveness by exceeding organizational goals and objectives, in coordination

with the PM and all effected divisions and offices. This Public Affairs/Community Relations/ Outreach Plan and Issues Management process identifies trends and implications and develops initiatives, working hand-in-hand with the PM, the PAO anticipates adverse actions and takes the steps necessary to head off potential negative coverage by working through the program and project managers, local points of contact and the media.

- As a joint venture with EPA Region 1 and the District to share insights in the development of Communication and Public Involvement Policy – we began development of joint plans to implement EPA's nationwide Public Involvement Policy and integrate it into the Corps processes during this rating period. Future joint communication/outreach plans (in support of many different types of activities) will include elements of information sharing and evaluation/accountability - to improve the quality of communication and public involvement activities across New England.

## World Trade Center volunteers

Scott Acone  
 Lynne Bleakney  
 Richard Carlson  
 Stephen DiLorenzo  
 Robert DeSista  
 Richard Drew  
 Capt. Michael Fitzgerald  
 Jennifer Flanagan  
 Michael Galicki  
 Thomas Greenway  
 David Hakanson  
 Robert Henderson  
 Gerald Joyner  
 Kevin Kaerth  
 William Kane  
 John Kedzierski  
 Michelle Kewer  
 Ruth Kitowicz  
 Gladys Leone  
 Christopher Lindsay  
 Luke Lomeland  
 Frank MacDonald  
 Robert MacGovern  
 John MacPherson  
 Ralph Mallardo  
 Joseph Mazzola  
 Joseph McInerny  
 Edward Mills  
 John Murner  
 Col. Brian E. Osterndorf  
 John Pribilla  
 Rachael Raposa  
 Thomas Rosato  
 Larry Rosenberg  
 John Schuck  
 Joan Shok  
 Ruth Tanner  
 Michael Vadnais  
 John Yen

Specially designed jackets and certificates were awarded to all those individuals that participated in the World Trade Center missions both in New York (listed above) and at the District EOC.



Photo by Peter Shugert

***Soon after the attacks on the World Trade Center, the New England District was called into action.***

### ➤ **Regulatory.**

PAO took a leadership role in crafting messages and talking points for permitting activities that could impact on the Corps credibility, message and environmental role.

These very successful communication and public involvement programs helped ensure that the Corps Regulatory position was understood, accepted, and internalized by stakeholders and the public.

This included complete coordination of the district's state general permits during a period

when USACE was rolling out the new nationwide permits while certain advocacy organizations attempted to undermine the national efforts (received commendation from HQ PA and Regulatory for these efforts).

- Established extremely successful communication and public involvement plans to support many regulatory permitting activities to include Greenbush, activities in Long Island Sound, Aquaculture in Maine and Conn., CT Routes 6, 11 and 7, enforcement actions in Vermont, and many others.

In written comments to the





*People of the New England District answered the call for help from New York City after the attacks.*

Regional Administrator, Payton Fleming of EPA Region 1 took note of these efforts, "I'd also like to see this (Vermont Wetland's enforcement actions) discussed more widely internally so that we're all on the same page and, also, so that we can work in a more synchronized way with the Army Corps which apparently has been quite proactive getting the message out on why we're actively involved in this issue in Vermont."



Photo by F.T. Eyre

#### ➤ **Issues Management Processes.**

In coordination with individual PMs, the PAO built a network for the management of issues as a multidisciplinary approach that develops ways to share knowledge and use two-way channels to generate information about contextual issues.

This process has been extremely successful at Camp

Good News, MMR, Providence River Dredging, Aquaculture in Long Island Sound, Housatonic River Dredging, CWA Wetland Enforcement actions in Vermont, Cape Cod Railroad Bridge, Fort Fairfield, and many other projects throughout the six-state region.

Incorporated into this process are the District Community Relations outreach activities and have included not less than 36 events (speakers, public meetings, conferences, and public scoping and informational meetings).

#### ➤ **Providence Harbor.**

Planned, developed, coordinated, and executed communication and public involvement/participation processes (to include a series of editorial boards) in support of maintenance and improvement dredging projects with stakeholder groups such as Save the Bay, University of RI, state environmental officials.

#### ➤ **MMR.**

The Public Affairs Office have been intensely involved in all aspects of the Corps programs on and around MMR.

These activities include the successful planning, coordination and execution of the FUDS Camp Good News activities with all federal and state agencies, coordination of public activities, a plan that supports and streamlines the coordination and release of information to the public, and a multitude of other issues, projects and programs related to the facility (that have the ability to impact nationally) such as UXO, Water Supply, Restoration, Real Estate, FUDS, etc).

#### ➤ **CE Site (Windsor, Conn.) FUSRAP.**



Photo by Mark McInerney

*In appreciation for their selfless acts of volunteerism during the WTC attacks, Col. Osterndorf awarded the New England team with jackets.*

## 2001 Retirees

Robert Abbott  
Carl Boutilier  
Mary Byers  
Peter Cox  
George Diefenbach  
Susan Douglas  
Ed Fallon  
Edwin Fowler  
Robert Gauvreau  
William Power  
Dennis Waskiewicz

## Retiree Passings

Paul P. Baronas  
Barbara Bourque  
Edwin Blackey  
Joseph Burke\*  
Evelyn Chiarelli  
Ann Clarke  
John Day  
Antonio Frechette\*  
Ned G. Latimer  
Richard Macomber  
Raymond McCulloch\*  
Joseph Shaughnessy  
Frank Vanner  
Graham Wood

*\*Distinguished Civilian  
Gallery Members*



Photos by C.J. Allen

*"No Wimps, no Whiners," was the theme of the February Buffumville Dam Ice Bowl, which occurred during snowy weather.*

By utilizing a well focused stakeholder process, a detailed public involvement/community relations plan was successfully developed, coordinated, published and executed among all stakeholders that has resulted in very positive press, stakeholder support, USACE commendation, and increased credibility for the Corps.

### ➤ **Shpack Landfill FUSRAP.**

In response to changes in authorization in the Corps role at this site, planned, coordinated and executed Corps response to public and congressional reaction.

Additionally, planned, coordinated and executed Corps-EPA public information meeting at the Solmonese



*The Buffumville Ice Bowl was only one of several Disc Golf Tournaments held at the flood control project in 2001.*





Photos by C.J. Allen

*The District collected over 100 toys for the Toys for Tots Program during the annual holiday party.*

School in Norton, Mass., to explain ongoing environmental work in support of the total restoration activities and despite initial cancellation as a result of the terrorist attack on the World Trade Center, the session was successfully held in October.

➤ **Long Island Sound Dredging Disposal Environmental Impact Statement Public Outreach/ Participation.**

In the tradition of Boston Harbor public involvement plans, the Public Affairs Office began

the planning, coordination and execution of a multi-level, multi-agency, multi-state public participation program supporting the development of the NEPA documents and Environmental Impact Statement in support of the Long Island Sound Dredging



*Col. Osterndorf gets into the holiday spirit and participates in the traditional Yankee Swap.*



*Santa Claus made a visit to Engineering/Planning during the holiday party.*



Photo by Kevin Burke

**Park Ranger George Melanson and a Bourne DNR Officer Steve Chapman assist a fisherman trying to unhook a striped bass.**

Disposal Environmental Impact Statement Public Outreach and Participation.

This continued throughout the year with the further development, coordination and joint-execution of this very successful outreach and participation program in support of the development of the EIS that will identify disposal options for dredged materials.

As the Public Affairs Office entered the new year, its team efforts demonstrated the ability to accomplish major programs and projects successfully.

By the year's end, the PAO had demonstrated the ability to command the attention of the national news media and focus its attention on the Corps role as part of the total federal response team in New York.

The on-going PAO activities and programs have been focused on developing, planning, coordinating, executing, and evaluating all aspects of each activity in such a manner that objectives are performed systematically, purposefully, with

understanding and with a high percentage of probability.

## **Real Estate Division (Joe Redlinger)**

The Real Estate Division has 19 people working in four general functional areas: conveyancing, recruiting, appraisal, and planning and control.

A significant portion of our workload this year was spent serving our military customers. Real Estate leases office facilities for about 150 recruiting stations throughout New England. Each of the recruiting stations houses one to four of the armed services.

In addition to leasing the facilities, the recruiting team instituted an energy conservation program at the majority of the recruiting stations. This program will save the Government a substantial amount of money in energy savings and is being used as a model by other Corps Districts throughout the United States.

Real Estate also serves as

the agent for the military reserve components. We completed acquiring land in Somersworth, N.H., for the construction of a new Army reserve center. We also leased a temporary reserve center in Newington, Conn. In the coming year we anticipate leasing two additional reserve centers in Vermont.

The division also acts as a housing leasing agent for military personnel. This past year we leased 15 apartments for military personnel. This program may grow significantly in the coming year.

Real Estate continues to provide significant support to all of our customers at the Massachusetts Military Reservation (MMR). We obtained all of the real estate interests needed to construct wells and a waterline. The new system will be used to provide water to the base and the local communities.

In addition, we will be acquiring licenses and temporary easements for approximately 900 wells used to monitor contaminated ground water.

Many challenges needed to be overcome in order to complete the acquisition of a landfill easement at the former Fort Devens. The landfill was needed to consolidate several old landfills and dispose of some contaminated soil.

There are many accomplishments in the Civil Works area. Work performed for our civil works customers this year include: rights of entry, easements, cost estimates, planning reports (e.g., the EPA project in New Bedford and Pittsfield, Mass.), appraisals (e.g., market rental value for the Conn. National Guard), and (Land Easement





Photo by Kevin Burke

***Park Ranger Tom St. Dennis conducts an interpretive program at the Cape Cod Canal.***

Rights-of-Way Relocation and Disposals) LERRDs.

### **Regulatory Division (Christine Godfrey)**

Regulatory broke out into a separate division in 2001 and now reports directly to the Executive Office. The division had a slight increase in budget (6.5 percent) and that allowed them to add three more staff members, increasing the number of employees in Regulatory to 55.

The focus in Regulatory for FY 2001 was training and developmental opportunities. When Chris Godfrey became division chief, she opened up the regulatory program to other people with good results. Regulatory staff has had assignments at EPA, NOAA headquarters, Con/Ops, and Planning. Several District employees came into Regulatory for developmental assignments as well.

Regulatory recently hosted a wetland delineation training at Concord Park for the first time. It was a good opportunity to cross train people in this area of wetlands delineation and a way to make a decision between the

people and the agencies that have a role in this function.

The five-day course took place partly in the field, partly in the office. There were seven instructors from three different federal agencies. Approximately 30 students from different federal agencies, and employees from regulatory, planning, and the executive office attended.

The Connecticut and Maine Programmatic General Permits (PGPs) were reissued this year. The PGPs, of which there is one in each state and get renewed once every five years, are a very successful tool Regulatory put into place in New England. Approximately 98 percent of the Regulatory's workload under the PGPs are completed under 30 days.

In addition, Regulatory sponsored a Massachusetts Consultants workshop in which 75 consultants from the Massachusetts area attended.

The consultants spent the day with Regulatory personnel reviewing the Mass. PGP and application procedures in the hopes of making improvements to the process.

Regulatory Division met all USACE permits, enforcement and compliance productivity goals.

Approximately 5,931 permits were issued, 185 enforcement cases were resolved, and 160 compliance inspections were performed in 2001.

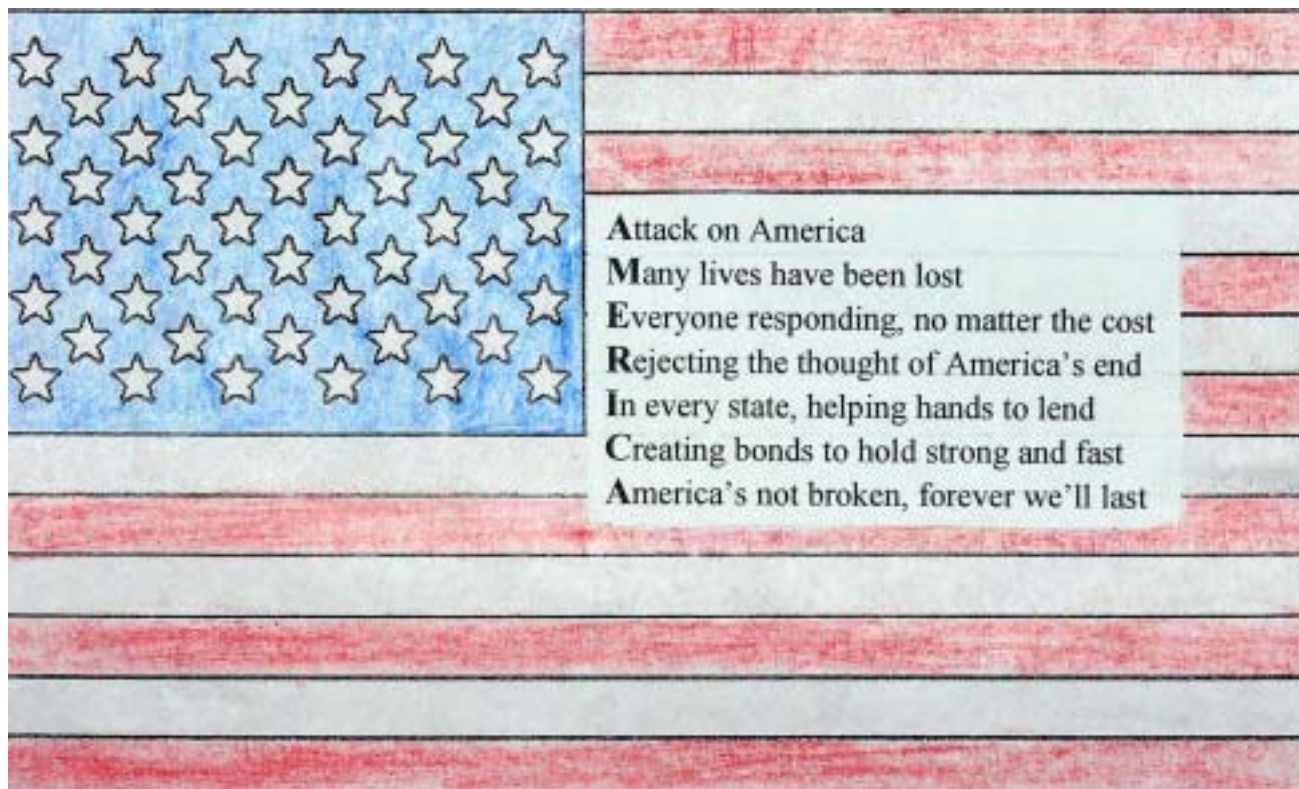
### **WE Committee (Christine Godfrey)**

The WE Committee was very active in 2001 sponsoring many events ranging from informal after-hours gatherings to sports and theater events, and the very successful Boston Harbor Cruise and Big Apple Circus trips. Building enhancement activities included the new plants, the Holiday decorations and the wonderful art work display in the Building One main corridor on loan from the very talented Bill Mahan. Indoor auctions, ice cream parties, and flea markets rounded out the fund raising work to help offset the costs of some of the programs and enhancements.

The team/employee of the month program continued to be very popular and successful, and remains an important way for peers to recognize excellence in co-workers and promote dedicated and effective teamwork. Look for winners' photographs on the TV monitors and periodically displayed around the District coming up in 2002!

The fiscal year-end barbecue attracted over 100 people for a great outdoor gathering in the courtyard.

Jim Crawford and the many other Committee members dedicated numerous hours, lots of energy, new ideas and outreach efforts which significantly enhanced the work environment at the New England District.



Graphic provided by the Federal Emergency Management Agency.

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Meter Code 40

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